First Quarter Check-In

Chief Administrative Office, Division of Chief Technology Office

City of New Orleans

August 15, 2018

Contents

I. 911STAT

I. 911STAT
Status Quo

- The New Orleans Police Department, Fire Department, and EMS provide a critical, sometimes life-saving, services to residents through 911 emergency call response.

- All three agencies have been tracking their response time to these calls for a number of years, yet struggle to reduce response times as call volume continues to grow.

- While these agencies are in constant operational coordination, there was previously no forum to bring together leadership from all three emergency response organizations, the Orleans Parish Communications District (OPCD), and NOHSEP to coordinate response time reduction strategies.

I. 911STAT
Scope

- 911STAT is a monthly, inter-departmental management meeting aimed at reducing response times for high-priority emergency calls across departments.

- 911STAT is attended by all of the agencies involved in emergency call response (Police, Fire, EMS, 911 Call Center, etc.) and chaired by the Director of Public Safety and Emergency Preparedness and the CAO.

- During the meeting, attendees have a data-driven discussion about opportunities, challenges, priorities and strategies.

- Each meeting results in a list of action items that are each assigned to an attendee and reported out on at the next meeting.

- This meeting was first convened on July 26, 2018.

I. 911STAT
Improvement/Why It Matters

- 911STAT has already built consensus on priority issues for further data analysis and discussion with leadership, including better aligning the call prioritization system with strategic priorities, optimizing deployment by district and time, and addressing the impact of special events on response time.

- Going forward, 911STAT will help build the capacity of departments for performance management by identifying gaps in the available data, as well as next steps to fix them.

- 911STAT will also help the participating agencies create a communications framework for talking about response times with the public.

II. Staffing Enhancement – Property Management (PM)

II. Staffing Enhancement – PM
Status Quo

- The Department of Property Management experienced a leadership crisis in June after its Director and Deputy Director were removed.

- This created an immediate leadership vacuum at this department, which is central to many city operations.

II. Staffing Enhancement - PM
Scope

- Since June 2018, CTO staff has been embedded in Property Management serving as interim Deputy Director.

- In this role, we are helping to ensure a stable transition from previous leadership and beginning to implement organizational transformation initiatives.

- Most importantly, we are working to re-engineer the work process used to select and pay vendors for repairs conducted on city facilities.

II. Staffing Enhancement - PM
Improvement/Why It Matters

- This staffing enhancement provided immediate stability to ensure a smooth leadership transition at Property Management.

- It is also providing Property Management with the capacity to begin making fundamental changes in organization and business processes that will make the department more efficient.

III. ResultsNOLA Mid-Year Update

III. ResultsNOLA Mid-Year Update
Status Quo

- ResultsNOLA was launched in 2011 to connect the performance of city departments to the city-wide strategic framework and budgeting process.

- These reports are also released publicly to increase citizen understanding of city performance and help hold departments accountable.

III. ResultsNOLA Mid-Year Update
Scope

- With the transition to a new administration, we took the opportunity to re-envision ResultsNOLA in order to orient it with the vision of the Cantrell administration.

- This involved meetings with over 30 city departments to review more than 300 individual goals.

- It resulted in changes to the city-wide strategic framework to better align it with the priorities of the new administration.

III. ResultsNOLA Mid-Year Update
Improvement/Why It Matters

- ResultsNOLA demonstrates the city's commitment to transparency and accountability and communicates the work of city departments to residents and community organizations.

- Revamping this framework will allow the Cantrell administration to better utilize performance data in budgeting and policymaking processes.

IV. EMD Process Improvements

IV. EMD Process Improvements
Status Quo

- Lack of:
  - Standard operating procedures to guide vehicle acquisition and deletion processes;
  - Key performance indicators (KPIs) to track vehicle repair status and mechanic performance;
  - Inventory list to track vehicles sent to 3rd party vendors for maintenance and repairs; and
  - Replacement/retirement strategy to address the City's aging fleet.

IV. EMD Process Improvements
Scope

- Create and implement procedures and KPIs to monitor performance and improve accountability.

- Develop a Vehicle Replacement Plan that aims to modernize the city's fleet.

IV. EMD Process Improvements
Improvement/Why It Matters

- Developed procedures for acquisitions, maintenance updates and deletion processes:
  - Standardizes routine processes.
  - Captures institutional knowledge that previously wasn't recorded.

- Developed KPIs around mechanic performance and 3rd party vendor repairs:
  - Tracks performance to identify process bottlenecks and holds individuals & vendors accountable.

- Creating a vehicle replacement plan:
  - Approximately, 50% of City vehicles are 10+ years old. Developing & implementing a replacement plan modernizes the fleet and decreases maintenance costs.